PUBLIC MANAGEMENT

1956

VOLUME XXXVIII

The Monthly Journal of the
INTERNATIONAL CITY MANAGERS' ASSOCIATION
1313 East 60th Street • Chicago 37 • Illinois

PUBLIC MANAGEMENT INDEX

VOLUME XXXVIII, 1956

The nature of each entry in this index is identified by the following symbols: (A) original articles; (N) news articles in sections on Municipal Public Relations and News of the Month; (C) short items in section on What American Cities Are Doing. Each entry shows, in the following order, the author, title, page reference, and nature of the item. Following the subject matter index is an author index.

The page numbers of the 12 issues for the 1956 volume are as follows:

January	1–24	July	145–168
February	25–48	August	169–192
March	49–72	September	193–216
April	73–96	October	217–240
May	97–120	November	241–264
June	121–144	December	265–282

Administration

Howell, Edwin S., Keynoting the city's annual budget, 126–128A; King, Oren L., A master plan for administration, 194–196A; Master plan for administration, 135C. *See also* City Managers, Management, Organization.

Administrative Assistants

Administrative assistant to mayor, 115–116C; City-university sponsor intern, 64C; McMahon, Gerald F., Conducts training seminars for administrative assistants, 109–110N; Rizos, E. John, City hall internships for management, 8–10A.

Air Pollution

Rigid air pollution controls, 137–138C; Toward air pollution control, 68C.

Animals

To regulate animals in cities, 44C.

Annexation

Annexation developments, 19C; Cities annex fringe areas, 45C; Cities charge fee for annexing fringe areas, 61–62N; City annexations set new record in 1955, 131–132N; City services in annexed area, 65C; Extends service to annexed area, 140C; Utilities required for annexation, 136C; Voters approve annexations and municipal consolidation, 14N. *See also* Metropolitan Areas.

Assessment

Assessed valuations increase, 162C; Standards for assessing officers, 67C.

Bonds

Campaign for bond election, 212C; Committee promotes bond issue, 44C; Issue bond prospectuses, 136C, 185C, 279C; Voters approve bond issues, 43C; Voters approve bond issues; council-manager plan, 13–14N; Voters approve bond issues, other proposals in recent elections, 274N; Voters approve two bond issues, 233C.

Budgets

Budget includes work analysis and capital projects, 255–256N; Cities develop long-range capital budgets, 59–60N; Cities issue annual budgets, 137C, 189C; Cities issue budgets, 208C; Citizens study capital budget, 66C; Howell, Edwin S., Keynoting the city's annual budget, 126–128A; Koch, Vernon E., Budget presents basic and supplemental programs, 181N; Matthews, Steve, Issues "performance type" budget manual, 133N; Presents performance techniques, 258C; Progress in establishing city box scores, 206N; Recent annual budgets, 19–20C, 233C, 258–259C, 278C; Recently adopted budgets, 67C.

Buildings

Build city halls, 210C; Build civic centers, 113C; Builds civil defense center, 140C; City adopts architectural control ordinance, 156–160N; Dedicates public safety building, 237C; McClure, Russell E., City to build central service center, 130–131N; Modernize city halls, 140–141C; New capital improvements, 211C; Rations residential building, 260C.

Census Reports

Census bureau to make 1957 census of governments, 38–39N; City finances in 1955, 210C; City government finances reach peak in 1955, 256–257N; Congress appropriates funds for governmental census, 206N.

Citizen Committees

Capital improvement committees, 18C; Citizen group urges local income tax, 85–86N; Citizens study capital budgets, 66C; Citizens study committee, 161C; Committee promotes bond issue 44C; Robbins, G. M., Citizen group urges expanded city services, 60–61N.

City Managers

Bromage, Arthur W., Ridley's dream—in-service training, 150–152A; Brownlow, Louis, I knew him when . . . , 148–150A; Childs, Richard S., Ridley's era of orderly growth, 146–147A; City managers hold 42nd annual ICMA conference, 231N; Cookingham, L. P., Ridley's goal—a mature profession, 153–154A; Cookingham, L. P., Some guideposts for city managers, 77–79A; McClure, Russell E., A tribute to Clarence E. Ridley, 145–146A; Orin F. Nolting appointed ICMA director, 85N; Trained men get city manager posts, 63N; What a manager does, 211C.

Civil Defense

Adopt disaster control plans, 42C; Bailey, Robert O., Civil disaster plan covers reporting and communications, 205–206N; Builds civil defense center, 140C; Klein, R. N., A lesson in disaster planning, 56–58A.

Communications

Cities install telephone reporting systems, 39N; Douglass, Kenneth B., Installs new telephone fire alarm system, 230N; Emergency telephone reporting system, 65–66C; Huntley, Robert J., Improves city hall telephone system, 63N; Installs telephone alarm system, 90C, 114C; Radio beam to reduce accidents, 139C; Remove sirens, cut accidents, 68C; Replaces telegraphic alarms with telephone system, 180N; Telephone to replace telegraph system, 132N.

Council-Manager Government

Forty cities adopt council-manager plan, 133–134N; New council-manager record—111 cities in 1955, 37N; Voters approve bond issues; council-manager plan, 13–14N; Voters approve bond issues, other proposals in recent elections, 274N. *See also* City Managers, Management.

Courts

Court cases barring segregation, 18C; Court forbids firemen's unions, 17C; Recent court decisions, 135–136C, 188C, 209C, 235C, 259–260C.

Cultural Activities

Finance and cultural activities discussed at Rome, 16N.

Curfews

Curfew and comic books, 42C; Surveys opinions on curfews, 115C; To suppress obscene literature, 89C.

Elections

Public apathy, 36N; Voters approve annexations and municipal consolidation, 14N; Voters approve bond issues; council-manager plan, 13–14N; Voters approve bond issues, other proposals in recent elections, 274N.

Employee Relations

Adopts employee suggestion system, 45C; Adopts grievance procedures, 114C; Baughman, J. D., Bargaining with employee groups, 4–5A; Brenneman, Leroy J., Employees help city revise personnel rules, 62–63N; Cash awards promote employee suggestions, 59N; City rules permit coffee break, 89C; Cross, Elmer, Experience with the union shop, 7A; Handbook for employees, 41C; Issues employee handbook, 212C; Martin, Richard, Municipal recognition of employees, 2–3A; Meier, F. Robert, City provides employee health service, 60N; Personnel handbooks and newsletters, 20–21C; Recognizes long tenure, 45C; Suggestion award programs, 212C; Watt, Graham W., Installs formal grievance procedure, 88N; Welsh, James T., Employee participation in personnel procedures, 5–6A; Work simplification brings ideas for improvement, 204N. *See also* Personnel, Training.

Equipment and Office Methods

Adopts equipment cost accounting, 40C; Improve accounting procedures, 90C; Install punched card accounting equipment, 156N; Plan to maintain equipment, 43–44C.

Federal Government

Congress passes $33 billion highway aid program, 182N; Recent federal actions affecting cities, 203N.

Finance

Adsit, Ted B., The lease-purchase financing method, 33–35A; Calculations of city costs, 277C; City finance news, 65C; City finances in 1955, 210C; City government finances reach peak in 1955, 256–257N; Clark, Joseph F., Trends in municipal finance, 218–220A; Court favors cost analysis, 234C; Finance and cultural activities discussed at Rome, 16N; Make financial improvements, 207C; More finance developments, 163–164C; Municipal finance news, 93C, 162–163C; New airport use agreement, 42C; News on city finances, 41C; Policies on invoice errors, 17C; Receives finance award, 280C; Recent finance news, 188C, 260C; Recommends improvement program, 92C; To increase airport revenues, 64–65C. *See also* Bonds, Budgets, Taxation.

Fire

Charges for outside fire service, 237C; Fire and police news, 116C; Firemen make home inspec-

tions, 237C; Firemen standards issued for outside employment, 204N; Firemen's training program, 208C; Hunter, H. K., Six years of integrated fire and police service, 15N; Improves fire insurance rating, 89C; Integrate fire-police service in 32 cities, 87–88N; Integrate fire-police services, 67C; Issue fire department manuals, 235C; News from the fire front, 93C; 1955 fire losses, 280C; No outside work for firemen, 40C; Outside jobs—police and fire, 186C; Outside work for firemen, 211–212C; Police and fire training, 237C; Results of fire prevention, 234C; Revises fire grading schedule, 277C; Roser, Foster B., Combined written exam for police and fire recruits, 157–158N; Surveys police-fire integration, 187C. *See also* Insurance.

Hospitals

Emergency ambulance service, 135C, 278C.

Housing Codes

Court orders tenement placed in receivership, 15N; Eliminate substandard housing, 91C; Enforce housing code, eliminate slums, 44C; Enforces housing codes, 234C; Gazzolo, Dorothy, Municipal housing codes, 105–107A; Health agency to enforce new housing code, 181–182N. *See also* Urban Renewal.

Industrial Development

Authorizes development corporations, 89C; Coupal, Joseph R., Jr., Acquisition of new industry, 26–27A; Create city industrial agencies, 235C; Damoose, N. G., Retention of existing industry, 30–31A; Dever, John E., Citizens form corporations for industrial improvement, 205N; Dever, John E., Surveying industrial potential, 28–29A; Factors attracting industry, 211C; Labrosse, R., Canadian town zones for industrial park, 275–276N; Owens, Arthur S., Impact of new industry, 31–32A; Planning, zoning, redevelopment used to promote industry, 179N; Roterus, Victor, and Rentz, John N., Cities and industrial development, 53–56A; Survey city policy on industry, 279C; Welch, Ervin L., The one-industry community, 32–33A.

Insurance

City's insurance fund grows, 278C; Hatch, William P., Buys all insurance on competitive bids, 84N; Improves fire insurance rating, 89C; More cities insure with mutual companies, 159N; Planning precedes insurance awards in three cities, 158–159N; Revises fire grading schedule, 277C.

Intergovernmental Relations

City officials urge federal highway program, 16N; Get health services from county, 67–68C; Tideland oil revenues, 187C.

Licensing

Point system established for business license fees, 230N.

Management

Arnold, David S., Sources of management information, 173–177A; Cookingham, L. P., Some guideposts for city managers, 77–79A; Howell, Edwin S., Keynoting the city's annual budget, 126–128A; King, Oren L., A master plan for administration, 194–196A; McClure, Russell E., Spiritual understanding as a part of management, 247–251A; Master plan for administration, 135C; Surveys cemetery operations, 185C; Yockey, Fred L., Adopts records management program, 86N.

Metropolitan Area

Advocates state action on metropolitan problems, 182–183N; Begin metropolitan studies, 210C; Bollens, John C., Metropolitan areas: puzzle and challenge, 98–104A; Holds conference on metropolitan area problems, 134N; Issues report on need and plan for metropolitan government, 276N.

Municipal Government

Cities reap dividends from community forests, 62N; Inter-American municipal meeting, 163C; Kerstetter, John R., Status of municipal home rule, 74–76A; Mooney, George S., The future of our cities, 242–247A; Robins, G. M., Citizen group urges expanded city services, 60–61N; 22 nations represented at municipal congress, 257N.

Ordinances

Curfew ordinances, 184C; Fines for "litter bugs," 280C; New ordinances adopted, 40–41C, 66C, 139C, 259C; Newly adopted ordinances, 207–208C; Ordinance codifications, 21C; Ordinances adopted, 188C; Ordinances recently adopted, 18–19C; Regulate distress sales, 235C; Regulating number of taxicabs, 139C.

Organization

Abolishes recreation boards, 186C; Centralizes issues of permits, 18C; Establishes planning department, 233C; Handbook for citizen boards, 162C; King, Oren L., A master plan for administration, 194–196A; Master plan for administration, 135C; Ostertag, F. Samuel, Centralizes staff services in one office, 254–255N; Reorganize police force, prohibit gambling, 85N. *See also* Administration, Management.

Parking

Automatic parking garages, 207C; Ban on all-night parking, 64C; Cities make larger investments for parking facilities, 131N; Conducts parking meter survey, 279C; Eases curb parking ban, 89–90C; Finances off-street parking, 234C; Parking and traffic news, 43C; Provide more downtown parking, 92–93C; Restrict traffic and parking, speed mass transit, 37–38N; Reviews parking problems, 163C; Women parking hostesses, 68C. *See also* Traffic.

Personnel

Adopt new pay plans, 42–43C; AFSCME and GCEOC merge, 258C; Brenneman, Leroy J., Employees help city revise personnel rules, 62–63N; Celebrates golden anniversary, 277C; Cities increase fringe benefits, 41C; City pay plans based on wage surveys, 86–87N; Colter, E. Royden, Effects of industrial wage contracts, 3–4A; Eases residence requirements, 162C; Employee turnover rates, 161–162C; Firemen standards issued for outside employment, 204N; Helps workers get promoted, 40C; Integrates OASI with state plan, 279C; Issues office worker test, 91C; Issues personnel guide, 66–67C; Issues personnel rules, 236C; Issues report on city jobs, 278C; Military leave pay policies, 207C; More personnel developments, 138C; News on personnel front, 65C, 115C; One-day work stoppage, 184C; Outside jobs—police and fire, 186C; Outside work for firemen, 211–212C; Price, Robert L., Adopts incentive plan for pay increases, 111–112N; Promotes employee safety, 116C; Psychiatric tests for policemen, 18C; Recent personnel developments, 188C; Recent personnel news, 21C, 136–137C, 210–211C; Ricketts, Edmond F., Trends in municipal personnel, 226–229A; Roser, Foster B., Combined written exam for police and fire recruits, 157–158N; Rules for beach patrol, 135C; Selection of building inspector, 41C; 74 Cities provide checkoff for union dues, 204–205N; Student recruitment program, 164C; Warner, Kenneth O., Looking ahead at city personnel problems, 50–52A. *See also* Employee Relations, Salaries, Training.

Planning

Adopts development program, 184–185C; Applications approved for public works planning, 14N; City of the future, 187C; City planning news, 164C, 208–209C; Dever, John E., Surveying industrial potential, 28–29A; Establishes planning department, 233C; Hill, Leland L., Cities cooperate in area-wide planning program, 110N; Issues economic base survey, 277C; McKeever, J. Ross, Subdivision planning for new urban areas, 122–125A; Mocine, Corwin R., Trends in city planning, 221–225A; More planning developments, 209C; Outlines methods for community economic surveys, 232N; Planning for street trees, 186–187C; Recent planning news, 186C; Recommends improvement program, 92C; Recommends space standards for recreation parks, 230–231N; Small city studies economic base, 64C; Small community plans long-term growth, 255N; Steps toward regional plans, 139–140C; To study problems of entire area, 66C; Zettel, Richard M., and Kennedy, Norman, Effect of new highway act on urban areas, 270–273A. *See also* Building, Housing Codes, Subdivisions, Urban Renewal, Zoning.

Police

Begins bicycle safety program, 185C; Buby, Grant H., Use of one-man police cars in large cities, 170–173A; Economies in police car operations, 19C; Elaborate police training program, 92C; Encourages teen-age auto club, 208C; Fire and police news, 116C; Hunter, H. K., Six years of integrated fire and police service, 15N; Integrate fire-police service in 32 cities, 87–88N; Integrate fire-police services, 67C; Issues police manual, 136C, 186C; News from the police front, 236C; Opinion divided on unmarked police cars, 160N; Organize hotrod racing, 40C; Outside jobs—police and fire, 186C; "Performance" traffic tickets, 141C; Plans for prevention of juvenile delinquency, 112N; Police and fire training, 237C; Psychiatric tests for policemen, 18C; Radio beam to reduce accidents, 139C; Recent news on police front, 44C; Remove sirens, cut accidents, 68C; Reorganize police force, prohibit gambling, 85N; Roser, Foster B., Combined written exam for police and fire recruits, 157–158N; Surveys police-fire integration, 187C. *See also* Communications.

Public Health

City treats alcoholism, 113C; Fluoridation gets good results, 43C; Get health services from county, 67–68C; Public guidance center provides mental hygiene services, 256N; Study repeals of fluoridation, 137C.

Public Relations

Aid citizen voting, 280C; Capital improvement committees, 18C; Citizens' service bureau, 12N; Cornett, W. F., Produces low cost movie with citizen help, 110–111N; Council meeting programs, 129N; Efficiency commission serves city, 258C; Film on blight prevention, 253N; Handbook for citizen boards, 162C; "Hi-Fi's," 202N; Improves handling of complaints, 114C; Issues home buyers' guide, 234C; Issues press relations guide for local officials, 179–180N; Municipal manual, 129N; Municipal movies, 155N; Neighborhood conservation facts, 178N; PR leaflets, 129N; PR methods, 11N, 83N, 178N; PR techniques, 36N; PR training, 108N; Public works PR, 202N; Seeks name for nondelinquents, 113C; Special leaflets, 178N; Sprague, Charles A., The people's right to know, 266–270A; Use high school interns, 207C; Welcomes citizen attendance, 252–253N. *See also* Radio-TV, Reporting.

Public Works

Applications approved for public works planning, 14N; Begins integrated building inspections, 187C; Capital improvement programs, 185–186C; Central garage operations in 305 cities, 132–133N; Public works PR, 202N; Studies atomic energy uses, 140C; Survey street sweeping programs, 91C; Surveys public works organizations, 20C. *See also* Refuse Disposal, Streets.

Publications

ICMA publishes 1956 edition of *Year Book*, 130N; Issues sixth edition of fire administration manual,

232N; Legal journal on segregation, 138C; The pick of the month, 22, 46, 69, 94, 117, 142, 165, 190, 213, 238, 261–262, 281; Yearbook for German cities, 211C.

Radio-TV

Explain renewal programs, 252N; Radio and television reporting, 12N.

Recreation

Expansion in recreation areas, 17C; Recommends space standards for recreation parks, 230–231N; Regulate private swimming pools, 259C; Renovates golf course into park, 208C; Study shows zoos are popular, 260C.

Refuse Disposal

Districts federate for refuse transfer and disposal, 13N; Garbage composting experiments, 236C; Increase refuse collection rates, 136C; Promotes garbage-free city, 113–114C; Recommends refuse disposal plan, 184C; To improve city's alleys, 42C.

Reporting

Adopts council reporting method, 66C; Annual reports, 58N, 108N, 252N; Departmental reports for manager, 137C; First annual report, 252N; Handbook for commissioners, 189C; Informative leaflets, 36N; Issue bond prospectuses, 136C, 185C, 279C; Issues calendar report, 12N; Leaflets, 83N, 253N; Municipal newspaper, 108N; Periodic reports for council, 113C; Recent annual reports, 11N, 155N; Reporting with slides, 83N; Special leaflets and brochures, 229N; Tax leaflets, 202N. *See also* Public Relations, Radio-TV.

Salaries

Adopt new pay plans, 42–43C; Adopts salary-wage plan, 234C; City pay plans based on wage surveys, 86–87N; Price, Robert L., Adopts incentive plan for pay increase, 111–112N; Surveys attorney salaries, 161C; Surveys municipal longevity pay plans, 254N. *See also* Personnel.

Streets

Dumelle, Joseph D., Renumbers and renames streets; installs name signs, 158N; Inventory of streets, 233C; Street improvement ideas, 138C; Street inventory provides basis for planning, 203–204N; Survey street sweeping programs, 91C; To improve city's alleys, 42C. *See also* Parking, Public Works, Traffic.

Subdivisions

Adopts platting ordinance, 260C; Guide for subdivision control, 235C; Issues subdivision guide, 19C; Local improvement policies, 235–236C; McKeever, J. Ross, Subdivision planning for new urban areas, 122–125A; Require developers to pay for subdivisions, 84–85N; Subdividers to install utilities, 90C; Upholds subdivision requirement, 210C. *See also* Planning.

Taxation

Cities adopt sales taxes, 115C; Citizen group urges local income tax, 85–86N; Collects 100 per cent of taxes, 138C; Many cities levy income taxes, 92C; More cities adopt nonproperty taxes, 156–157N; New sources of revenue, 92C; Voters approve tax base, 236C. *See also* Assessment, Finance.

Traffic

Begins area-wide traffic study, 140C; City of the future, 187C; Control drivers by points, 237C; Parking and traffic news, 43C; "Performance" traffic tickets, 141C; Recommends traffic improvements, 139C; Restrict traffic and parking, speed mass transit, 37–38N; Rusch, W. A., Pick pilot cities to test transit standards, 109N; Traffic guide for small cities, 236C; Traffic tickets for children, 258C; Use curb space for bus lanes, 90–91C; Use women traffic officers, 209–210C. *See also* Parking, Streets.

Training

Chilson, Carl W., City provides field training for college undergraduates, 274–275N; Elaborate police training program, 92C; Firemen's training program, 208C; Goedhard, Neil, City sponsors training in human relations, 180–181N; In-Service training progress, 91–92C; McMahon, Gerald F., Conducts training seminars for administrative assistants, 109–110N; Matthews, Steve, Orientation training for all city employees, 38N; Police and fire training, 237C; PR training, 108N; Public relations training, 12N; Traffic engineering course, 162C; Work simplification brings ideas for improvement, 204N. *See also* Personnel.

Transit

Arnold, David S., Financial problems of urban transit systems, 197–202A; Begin transportation surveys, 17C; Restrict traffic and parking, speed mass transit, 37–38N.

Trees

Planning for street trees, 186–187C.

Urban Renewal

Cities fight blight, 209C; Eliminate substandard housing, 91C; Enforce housing code, eliminate slums, 44C; Enforces housing codes, 234C; Explain renewal programs, 252N; Film on blight prevention, 253N; Gazzolo, Dorothy, Municipal housing codes, 105–107A; Neighborhood conservation facts, 178N; Redevelopment costs and benefits, 17C; Shurtleff, James F., Proposes urban redevelopment for nonresidential uses, 15–16N; Start urban renewal projects, 114–115C; To coordinate urban renewal, 20C; To improve blighted areas, 43C. *See also* Housing Codes, Planning.

Utilities

Airport conversions, 279C; Installs utility collection boxes, 233C; New airport use agreement,

42C; Public utilities developments, 20C; Recent utility news, 91C; To increase airport revenues, 64–65C.

Water

Experiments in salt water conversion, 19C.

Zoning

Adopt zoning ordinances, 163C; Civic group presents plan for preserving historic districts, 275N; Folk, Edwin H., Jr., Performance zoning for industry, 79–82A; Loewe, Edmond M., Adopts performance zoning for industry, 276N; Rezone for industrial use, 67C; Studies zoning variances, 161C; Zoning by mathematics, 259C; Zoning news, 237C. *See also* Planning.

AUTHOR INDEX, VOLUME XXXVIII, 1956

Adsit, Ted B., 33–35
Arnold, David S., 173–177, 197–202

Bailey, Robert O., 205–206
Baughman, J. D., 4–5
Bollens, John C., 98–104
Brenneman, Leroy J., 62–63
Bromage, Arthur W., 150–152
Brownlow, Louis, 148–150
Buby, Grant H., 170–173

Childs, Richard S., 146–147
Chilson, Carl W., 274–275
Clark, Joseph F., 218–220
Colter, E. Royden, 3–4
Cookingham, L. P., 77–79, 153–154
Cornett, W. F., 110–111
Coupal, Joseph R., Jr., 26–27
Cross, Elmer, 7

Damoose, N. G., 30–31
Dever, John E., 28–29, 205
Douglass, Kenneth B., 230
Dumelle, Jacob D., 158

Folk, Edwin H., Jr., 79–82

Gazzolo, Dorothy, 105–107
Goedhard, Neil, 180–181

Hatch, William P., 84
Hill, Leland L., 110
Howell, Edwin S., 126–128
Hunter, H. K., 15
Huntley, Robert J., 63

Kennedy, Norman, 270–273
Kerstetter, John R., 74–76
King, Oren L., 194–196
Klein, R. M., 56–58
Koch, Vernon E., 181

Labrosse, R., 275–276
Loewe, Edmond M., 276

Martin, Richard, 2–3
Matthews, Steve, 38, 133
McClure, Russell E., 130–131, 145–146, 247–251
McKeever, J. Ross, 122–125
McMahon, Gerald F., 109–110

Meier, F. Robert, 60
Mocine, Corwin R., 221–225
Mooney, George S., 242–247

Owens, Arthur S., 31–32
Ostertag, F. Samuel, 254–255

Price, Robert L., 111–112

Rentz, John M., 53–56
Ricketts, Edmond F., 226–229
Rizos, E. John, 8–10
Robbins, G. M., 60–61
Roser, Foster B., 157–158
Roterus, Victor, 53–56
Rusch, W. A., 109

Shurtleff, James F., 15–16
Sprague, Charles A., 266–270

Warner, Kenneth O., 50–52
Watt, Graham W., 88
Welch, Ervin L., 32–33
Welsh, James T., 5–6

Yockey, Fred L., 86

Zettel, Richard M., 270–273